



3928

30 DEC 1981

Executive Registry  
81-9258

MEMORANDUM FOR : Acting Director of Central Intelligence  
FROM : James N. Glerum  
Director of Personnel  
SUBJECT : CIA Employee Performance Appraisal Program

1. Action Requested

It is requested that you approve the recommendation contained in paragraph 4.

2. Background

Proposed revisions to the Agency Performance Appraisal System were discussed at a meeting of the Executive Committee this past October. The major issue of discussion was whether parts of the system should be used at the discretion of the Heads of the Career Services. You asked that I develop an alternative Performance Appraisal Report (PAR) package which is simpler and which would be uniformly applicable throughout the Agency.

3. Staff Position

a. The changes to the PAR package now being proposed are not major but do succeed in accomplishing our objective of simplifying the system. The revisions now suggested were discussed and endorsed by members of the Personnel Management Advisory Board.

(1) The PAR form itself will be modified through eliminating the use of carbons and reducing its length to a single sheet. The contents remain essentially unchanged but the ease of handling and storing will be greatly improved. (This proposal already has your approval.)

(2) The Evaluation of Potential (EOP) will be discontinued. This eliminates an unnecessary form and saves supervisory time and effort on a matter which does not have universal application but which can be addressed directly in the narrative part of the PAR where it is appropriate.

(3) The Advance Work Plan (AWP) will be retained but changed slightly to emphasize the need for supervisors to communicate to employees exactly what is expected of them during the forthcoming rating period. The AWP will be filed in the employee's soft file and not forwarded for permanent retention in the Official Personnel Folder.

b. We believe that the proposed changes will be well received throughout the Agency and that our Performance Appraisal Program will be well served.

(1) The changes are minor and will not entail major re-orientation efforts or training costs.

(2) Employees will not be jolted by a radical change in management's approach to employee performance appraisals.

(3) The proposed PAR package contains the essentials of an effective performance appraisal system more efficiently assembled.

(4) The revised program will afford us the opportunity to further consider and experiment with other options designed to further strengthen the employee performance appraisal process.

#### 4. Recommendations

It is recommended that the following changes to the Agency's Performance Appraisal Program be approved:

a. Discontinue the use of the EOP form, allowing raters to comment in the PAR narrative where appropriate.

APPROVED (X)

DISAPPROVED ( )

b. Redesign the AWP form; retain it as a part of the PAR package and as a mandatory requirement for all Agency employees.

APPROVED (X)

DISAPPROVED ( )



✓ James N. Glerum

STAT

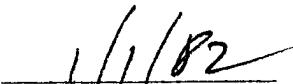
SUBJECT: CIA Employee Performance Appraisal Program

The recommendations contained in paragraph 4 are:

APPROVED

DISAPPROVED

  
Acting Director of Central Intelligence

  
Date

Distribution:

Orig. - Return to D/OP

1 - ER

1 - DDCI

2 - D/Pers

1 - Subject

1 - Chrono

ADVANCE WORK PLAN  
(see reverse side for instructions)

Name (Last, First, Middle)

Period Covered

- A. Summary of the key job elements to be listed on the PAR and the performance standard(s) expected at the fully satisfactory level of performance (PAR Level 4)

Key Element	Performance Standard(s)

- B. Specific projects, tasks, etc. to be accomplished during the rating period which are part of the key elements shown above and for which a more detailed review is deemed important.

- C. CERTIFICATION We acknowledge that we have discussed the duties on which the undersigned employee will be evaluated and the performance standard(s) expected.

Signature of Employee (name typed)

Signature of Supervisor (name typed)

Date

Date

## THE ADVANCE WORK PLAN

### Section A

- o The purpose of the Advance Work Plan (AWP) is to assure that employees are fully aware of all major aspects of their job, and of the work performance expected of them by their supervisor. Each employee should know his or her role in the organizational component in which they work. This should be made clear in the AWP.
- o Performance elements of an employee's job that are essential to success in that job are called "key" elements. Key elements consist of a grouping of individual tasks and collectively cover the major duties and responsibilities of the position. As long as the job remains unchanged the "key" elements remain in effect.
- o Supervisors must have performance standards for each of the key elements listed on the PAR. A performance standard is a statement of a given level of proficiency at which a key element is carried out. As a minimum, a standard at the fully satisfactory level of performance (rate level 4) is required. This standard is a reference point for determining the rating level given the employee's job performance during the rating period. Although a supervisory responsibility, performance standards should be established with the subordinate's participation. Employees doing the same job should have the same standards against which their job performance is to be measured. Jobs of the same general kind but at different grade levels should have different performance standards.
- o The chief aim here is to communicate to subordinates in a clear and concise manner what is expected of them in the way of a satisfactory work performance. As in the case of the key elements of the position, the expectations supervisors have of their subordinates should remain essentially unchanged unless work requirements of the positions change; in effect these need not be reestablished once they are in place. The important thing is that employees understand and agree with the "yardstick" their supervisors will use to measure their work performance.

### Section B

- o This section is applicable only to those employees whose jobs involve work activity designated by their supervisor for accomplishment specifically during the period covered by the report. For example, an analyst (key element of the job) may be tasked to complete a study on a particular subject that had not been looked at for several years; a training specialist may be tasked to re-design a particular course of study; a clerical employee may be tasked to purge office files of outdated material, etc.
- o In some cases it may not be possible to realistically anticipate all the special projects or tasks at the time the AWP is initially prepared. This section may be completed or added to during the course of the report period, keeping in mind that the AWP should be current at all times and contain a record of all significant job activity to be performed by the individual being evaluated.

### Section C

- o There may be circumstances where employees and their supervisors agree that there is a high degree of understanding between them regarding job duties (key elements) and specific goals to be accomplished during the period covered by the report. In such cases, and if they so agree, Sections A and B of the AWP need not be stated in writing. The employee and supervisor must, however, certify that duties of the job and the expectation of the supervisor have been discussed and that an understanding exists between them.
- o The signatures certifying to this understanding will be placed in the space provided.
- o The AWP should be retained in the employee's "soft" file as a reference for use in counseling the employee, for resolving any misunderstandings or grievances related to the PAR, or for use by employee evaluation panels.